



Taking a critical look at Tennessee's criminal justice system: Creating a roadmap for Tennessee's future.

A REPORT FROM THE FIRST TENNESSEE CRIMINAL JUSTICE SUMMIT 2004

Quenton I. White
Commissioner

ACKNOWLEDGEMENTS

The 2004 Tennessee Criminal Justice Summit was funded jointly by the Tennessee Department of Correction (TDOC) and a Federal Byrne Grant awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. This event was planned and managed by the Policy, Planning, and Research Division of TDOC.

The Tennessee Department of Correction would like to express our appreciation to those who helped to make the 2004 Criminal Justice Summit possible: Governor Phil Bredesen for his support and commitment to this project as well as the essential participation of the Criminal Justice Summit Steering Committee members:

Chairman Charles Traugher (Tennessee Board of Probation and Parole), Claire Drowota (Executive Director of the Select Oversight Committee on Correction), Sheriff Tim Guider of Loudon County (President of the TN Sheriff's Association), Sheriff Norman Lewis of Montgomery County (former president of the TN Sheriff's Association), Pat Dishman (Director of the Office for Criminal Justice Programs, Finance and Administration), and Drew Kim (Policy Chief, Governor's office).

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EXECUTIVE SUMMARY

History and Development

In January 2003, I met with my Director of Policy, Planning, & Research to discuss an event that would bring together criminal justice professionals from all across Tennessee to share ideas and create mutual goals. We discussed the concept of systems theory, where one state agency/department does not function in a vacuum and all agencies affect each other in various and sundry ways. Indeed, what our department strategically plans for 2005 directly or indirectly affects other state agencies, particularly Tennessee criminal justice agencies.

The Tennessee Criminal Justice Summit was born out of this meeting. Thanks to the hard work of a number of people in our department, the Summit's Steering Committee, and the interest and commitment of many of Tennessee's criminal justice professionals, the Summit was a great success in creating a roadmap for the future of criminal justice in Tennessee.

The Summit was a truly historic event for Tennessee and the nation. No other state has brought such a wide array of criminal justice professionals together to discuss ideas for the future of their criminal justice system. Summit participants met the challenges put before them - to work diligently and develop viable recommendations for the future of our great state. By default the event also succeeded in getting criminal justice professionals from various levels of government, as well as community organizations, to successfully communicate their wishes, thoughts, concerns, and beliefs regarding the state's criminal justice system.

Tennessee currently houses over 26,000 adult felon offenders. In addition, the Board of Probation and Parole (BOPP) is responsible for the supervision of over 45,000 offenders in the community (probation and community corrections) and manages over 8,000 persons on parole. One of the most alarming issues is that continued growth is anticipated by TDOC and BOPP in all of the populations noted above.

The 2004 Summit essentially created a platform or blueprint from which a plan of action for the future of the criminal justice system in Tennessee could be developed. It was designed to be the first of several Summits whereby the recommendations developed in 2004 set the stage for the next criminal justice summit, which is planned for 2006. The theme of the 2006 Summit will be "Solutions and Implementation of the Initial 2004 Recommendations".

As more states face unprecedented economic challenges, many have begun to examine and implement alternatives to incarceration, sentencing reform, privatization of services, early release, and out of state transfer of convicted

offenders. We believe that it is also necessary to consider the current limitations and obstacles, or the brutal facts, of Tennessee's criminal justice system. I asked more than 125 Summit participants to examine and recommend methods for enhancing the management of our criminal justice services. I stressed the need to identify necessary improvements, expose unnecessary and inefficient archival processes, and to develop recommendations to overcome these limitations and obstacles, while simultaneously continuing to hold offenders accountable and protecting the citizens of Tennessee. This process was initiated at the 2004 Summit and will be continued at the 2006 Summit, where plans of action will be developed from the recommendations and the most appropriate methods for monitoring and evaluating effective change will be defined. Key public officials and community agents must work together to streamline Tennessee's criminal justice system and develop solutions to key societal questions and concerns. The Summits are designed to bring about this key communication. Our department believes that Tennessee must begin to plan for its criminal justice future today and the Tennessee Criminal Justice Summits will serve as both a force of positive change, as well as a catalyst to future change.

Goals

The primary goal of the 2004 Criminal Justice Summit was to bring together key persons directly concerned with criminal justice issues in Tennessee to direct positive change in our state. We discussed issues and recommendations using a holistic approach that recognized the impact of each stakeholder. This summit defined and developed paths toward criminal justice solutions and required all participants to commit to an inclusive action plan that would empower all participating entities to work toward a more efficient and progressive criminal justice system in Tennessee.

It was our intent that the recommendations and feedback generated in Tennessee's Criminal Justice Summit, as well as the Summit format itself, would serve as best practice models to promote excellence in other criminal justice systems in the U.S. The Summit planning team developed the following mission statement:

Our vision for the 2004 Criminal Justice Summit and all subsequent Criminal Justice Summits is to effect definitive positive change in Tennessee's Criminal Justice system and create a robust model of communication and action that other states may replicate to advance their own criminal justice systems.

PART I: OVERVIEW AND ASSESSMENT

Funding and Logistics

The Tennessee Criminal Justice Summit 2004 was developed, planned, and directed by the Tennessee Department of Correction. The Summit was held in downtown Nashville, Tennessee at the historic and recently renovated Wyndham Union Station Hotel (1001 Broadway) from November 14 – 17, 2004, the Summit was jointly funded by the TDOC and a Federal Byrne Grant awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. No additional appropriations were used.

A steering committee was selected and four organizational meetings were conducted with this committee and the Summit Planning Team. During meetings, goals were discussed, key topics were reviewed and narrowed, the agenda was finalized, and methods of enhancing participation from all aspects of the criminal justice system were discussed.

The 2004 Summit was primarily conducted and managed by an out-of-state facilitator, James A. Wilson, Ph.D., an Assistant Professor of Sociology at Fordham University. Dr. Wilson was the former Director of Planning and Research at TDOC and has experience working within state criminal justice systems through independent consulting, and as a consultant at the Vera Institute, where he worked as a research associate. Dr. Wilson was trained as a sociologist, with an emphasis on criminology at Vanderbilt University. It should be noted that Dr. Wilson did not have any direct connection to any criminal justice or related agency in Tennessee at the time of the 2004 Summit. The Summit also used two (2) sub-group facilitators to aid participants in small group work. Both of these facilitators, Simon T. Tidd, Ph.D. and Rosevelt Noble are experts on criminal justice issues. For the Summit, Dr. Tidd's focus was on rehabilitation and prevention while Dr. Noble shared his expertise on alternatives to incarceration.

TDOC's Public Information Officer worked to ensure a high level of visibility for the Summit (contacting news agencies, provided press kits, etc.) in order to make the general public aware of the event. TDOC created, and continues to maintain, an informative Criminal Justice Summit website. Summit participants and interested parties visiting the site are encouraged to take advantage of the Summit 2004 Speakers Bureau¹. The PowerPoint presentations of recommendations, speakers notes, and other Summit presentations were placed on the web along with several links to research and other documents referenced by Summit speakers or facilitators. In addition, pictures of the Summit and the

¹ The Summit Speaker's Bureau is made up of all the individuals from TDOC's Summit planning team. Upon written request, organizations may request a "Summit" speaker and he/she will review the vision for the 2004 and all subsequent Summits as well as the 2004 recommendations, identified impacts, and plans for the 2006 Summit.

original survey instrument were posted on the website in the weeks following the event. The event will be highlighted in TDOC's next annual report (*The State of Correction*) and all Summit recommendations will be incorporated into TDOC's strategic planning agenda.

Key Topics

A survey was sent to over fifty (50) professionals in Tennessee (see Appendix A to view the full survey instrument), representing many different sectors of the criminal justice system (judicial, law enforcement, legislature, and nonprofit). Even with representation from different levels and types of criminal justice agencies, there was a great deal of consensus in terms of what issues and needs should be addressed by Tennessee's criminal justice system.

Survey respondents were asked to rank several suggested topics in terms of their level of interest in pursuing them in Tennessee. The initial list of topics was generated from TDOC's strategic plan. All the topics were goals and vision items that TDOC was considering pursuing further.

The topics were:

1. Development of a comprehensive, equitable continuum of services and sanctions for offenders
2. The law – what legislation is needed to promote more effective sentencing
Re-entry – what transitional services must be developed or enhanced
3. “We are family” - Systems theory (every change or modification in a criminal justice agency impacts every other criminal justice agency)
4. Prevention and rehabilitation - reducing our populations
5. Community relations – crime and the Tennessee citizen
6. Costs of maintaining agencies and improving services – it is a zero sum game
7. Alternatives to incarceration

The final, primary topics were determined by Summit steering committee members based on the analysis of survey responses. Upon analysis, three (3) topics stood out as the most important. All were broad, multifaceted topics that applied to all participating agencies and aspects of the criminal justice system. These topics then formed the foundation of the 2004 Summit.

The three key topics discussed (in order of importance based on respondent rankings) were:

- Examining the social and fiscal effectiveness of alternatives to incarceration
- Strengthening prevention and rehabilitation programs for adult offenders
- Initiatives that aid prisoner re-entry into the community

Participant Involvement

Due to funding limitations and the need for small group discussions, this event was by invitation only. Over 250 criminal justice professionals throughout the State of Tennessee were invited to participate in this free event. The Summit Planning and Steering Committees worked together to produce an exhaustive list of participants from across Tennessee that represented all aspects of Tennessee's criminal justice system. One or more representatives were identified from all state agencies either directly or indirectly involved with the criminal justice system, county and city governments, and non profit agencies who assist TDOC on a daily basis.

The Summit included government agency representatives and public agency representatives both of which have interests in Tennessee's criminal justice system (see Appendix B for a list of agencies represented). In order to maximize the available funding and resources, the individuals were divided into two distinct groups. The primary participants would be invited to attend the entire event and the secondary participants would only be invited to the final day of the Summit.

The first group included approximately forty (40) individuals from various criminal justice and related agencies throughout Tennessee (e.g., representatives from TDOC, Select Oversight Committee on Correction, Sheriff's Offices, Judges, Board of Probation and Parole, Tennessee Correction Institute, a victim's organization, District Attorney's Offices, Public Defender's Offices, Attorney General's Office, Governor's Office, Tennessee Bureau of Investigation, Administrative Office of the Courts, academic experts in Criminal Justice and/or Criminology, Department of Mental Health, etc.).

The second group of participants involved more than 75 individuals from private and nonprofit agencies that are directly involved with Tennessee's criminal justice (e.g., Community Corrections, Project Return, Dismas House, Reconciliation Ministries, etc.).

Agenda

Day 1

The first day of the Summit was devoted to registration and an evening reception for all primary participants.

Day 2

The Summit provided all participants with a data overview of Tennessee and current information about Tennessee's incarcerated and community supervised populations, including current and projected population statistics. Other Tennessee statistics, such as the census and crime rate data, were shared with the primary participants (See Appendix C for the full detailed Summit 2004

agenda). Summit 2004 participants were also provided with current research on each of the three key Summit topics.

Once the primary participants were armed with relevant information, they were asked to break into small groups to discuss one of the key topics. Each group included a facilitator who was an expert in that area. The groups were expected to develop recommendations based on a specific workplan format that was developed by the main facilitator and planning team (See Appendix D for workplan specifications).

Day 3

Recommendations developed on day two were shared with the entire group, discussion was generated, and participants voted on each recommendation in terms of priority for implementation.

Day 4

Day four included both primary and secondary participants. The main facilitator reviewed the six (6) priority recommendations and additional experts spoke about current research on the success of these concepts in other states and strategies for community-government partnerships necessary for all the recommendations to be successful. Subsequently, all participants were divided into three discussion groups and were asked to work up an impact analysis for each of the recommendations. These issues and comments were then presented to the entire group and discussed. The main facilitator wrapped up the Summit by summarizing the potential impacts and unintended consequences.

Participants were encouraged by the event organizer to let others in the community know about what was accomplished during the 2004 Criminal Justice Summit. The Summit was truly a grass roots policy discussion of amazing scale. That fact alone made it a remarkable event. The fact that TDOC and the facilitators were able to engender and foster such a high level of participation and commitment in both sets of discussion groups, made the event a significant achievement in Tennessee's history.

Commissioner White emphasized that the work and commitment of the participants would not end with the 2004 Summit, but was only a first step in creating a road map to Tennessee's future. It was posited that if everyone continued to be advocates for the criminal justice future of Tennessee, then all Summit participants could be an agent for change for an accountable, stronger, safer criminal justice system. The Commissioner issued an additional challenge to the group, asking everyone to commit to further development of action plans that will empower all participants to work together toward a more efficient and progressive criminal justice system in Tennessee. Finally, on behalf of the Department of Correction, Governor Bredesen, and the Summit Steering Committee, Commissioner White sincerely thanked all participants for being part

of this historic event and declared that Tennessee is planning for its criminal justice future today.

PART II: RECOMMENDATIONS AND RESULTS

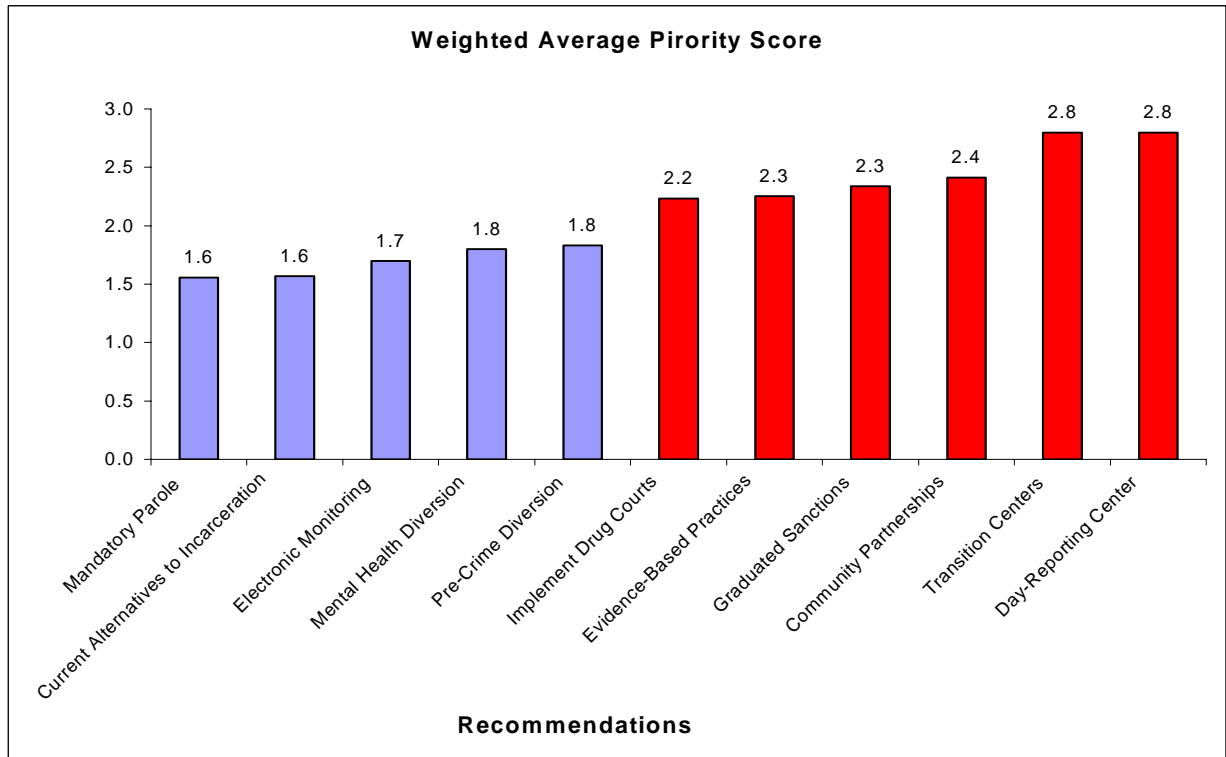
Recommendations

On day 2 of the Summit, each of the moderated discussion groups generated three (3) to five (5) recommendations that should be pursued in order to improve Tennessee's criminal justice system. These recommendations were presented and participants were asked to vote on all of the recommendations by placing a red, green, or yellow sticker depending on level of preference and priority. After voting was complete, points were tallied and the top six (6) recommendations were identified as the highest priority projects for the future of Tennessee's criminal justice system. These final recommendations were then presented to the entire primary group.

The top six (6) recommendations, in order of preference were (see Figure *1):

- Implement Day-Reporting Centers for Appropriate Risk Offenders Using Shared Local and State Resources
- Consider Establishing Transition Centers
- Build Inter-Agency and Community Partnerships to Provide a Continuum of Services from Prison to Community (ABE/GED, Substance Abuse, etc.)
- Expand Graduated Sanctions for Probation and Parole Technical Violators to Include More Options
- Utilize Best Evidence-Based Practices
- Implement Drug Courts in each Judicial District

Figure 1.



On the final day of the Summit, each discussion group was asked to discuss and determine issues, impacts, challenges, and potential performance measures for each of the six (6) priority recommendations. The results are detailed below.

Recommendation 1: Implement Day-Reporting Centers for Appropriate Risk Offenders Using Shared Local and State Resources.

Issues

- Lower-risk offenders may be better served with diversion program that provides needed services (e.g., drug treatment, and mental health)
- Centers must be properly funded and staffed
- Program must be implemented well
- There must be good risk assessment and needs assessment tools
- For offenders to participate, must have (1) sanctions, (2) incentives, or (3) some combination thereof
- Programs need to be sold to the community and other stakeholders as enhancements to public safety
- Geo-mapping of offender locations and transitions may help to define where services should be located
- One size does not fit all, the services provided must be based on community/regional needs
- Educating the public: state/local governments work with local universities, colleges, and faith-based organizations
- A pilot program should be planned to test the initiative and results to make modifications if necessary
- Need-specific services provided
- Transportation issues must be identified and reconciled

Impact

Save prison beds, better overall outcomes for Tennessee

Challenge

Local/state control with shared financial risk, potential for “net-widening”

Evaluate Performance

Conduct performance analysis on each individual program instead of the Day Reporting Center collectively

Recommendation 2: Consider Establishing Transition Centers

Issues

- Tools not available to succeed outside the “prison walls”. Coordinated effort of community, faith-based, and non-profit agencies to provide necessary tools for successful transition into local communities (job training, social/life skills, housing, mental/physical health, family/social supports, transportation)
- Centers must be properly funded and staffed
- Program must be implemented well
- There must be good risk assessment and needs assessment tools
- For offenders to participate, must be (1) sanctions, (2) incentives, or (3) some combination thereof

- Programs need to be sold to the community and other stakeholders as enhancements to public safety
- Geo-mapping of offender locations and transitions may help to define where services should be located
- One size does not fit all, the services provided must be based on community/regional needs
- Educating the public: state/local governments work with local universities, colleges and faith-based organizations
- A pilot program should be planned to test the initiative and results to make modifications if necessary
- Need-specific services provided
- Transportation issues must be identified and reconciled

Impact

Lower recidivism, former inmates seen as productive members of society by the public, increase public safety, divert resources for better use, lower cost beds

Challenges

Money, public resistance

Evaluate Performance

Participation in services, number of successful placements, recidivism

Recommendation 3: Build Inter-Agency and Community Partnerships to Provide a Continuum of Services from Prison to Community (Adult Basic Education/Graduation Equivalency Diploma, Substance Abuse, etc.)

Issues

- Need for post-release support in the community; duplicate services and poor cross-agency communication
- Make the best use of resources
- Need to understand that criminal justice clients are relevant to all other agencies
- Integrating goals/procedures of multiple entities

Impact

Reduce recidivism, increase employability, better parole outcomes

Challenges

Building community partnerships, resources, offender participation

Evaluate Performance

Recidivism, program completion rates

Recommendation 4: Expand Graduated Sanctions for Probation and Parole Technical Violators to Include More Options.

Issues

- Probation/parole technical violators perceived to constitute a large proportion of jail/prison population.
- Reincarceration perceived to be inappropriate for some violations (range of sanctions)
- Data gathering to better understand how to apply sanctions
- Habitual violators

- Consistency in application of violation procedures
- Lack of community supervision agencies and non-profits in rural areas
- Shorter decision times for probation violators
- Gaps in service and sanctions

Impact

Reduce need for prison/jail beds, offender remains tied to community, cost savings, good continuum of sanctions could reduce resistance from public/judges/District Attorneys, reduce recidivism

Challenges

Higher caseloads, judicial/District Attorney resistance

Evaluate Performance

Reduce proportion returned to prison or jail on minor violations

Recommendation 5: Utilize Best Evidence-Based Practices

Issues

- Understanding “What Works”
- Requires data tracking and the ability to merge multiple and varied data sources.
- Resources going to ineffective programs, offenders may not get what they need, lack of knowledge for policymakers.
- May want to establish working group to explore best practices
- Valid data that is applicable to our state
- Credentialed service providers
- Buy-in from stakeholders
- Utilization of control groups and robust methodological designs
- Implementation (feasibility, timelines, other models)
- Statewide Program/Service (delivery, identification, communication)

Impact

Improved program outcomes, reduce recidivism, increase cost effectiveness, statewide access to successful criminal justice innovations

Challenges

Understanding what best practices are, “What Works” for Tennessee, need to define critical data elements, poor cross-agency communication

Recommendation 6: Implement Drug Courts in Each Judicial District

Issues

- Drug-involved offenders may be best diverted from prison towards treatment.
- Expand existing courts/treatment programs
- Provide mechanisms to monitor effectiveness, use outcome data for planning
- Pilot data program
- How to curb drug use/initiation?
- Paradigm shift
- Accountability
- Dissemination of information
- Funding opportunities
- Financial impact on public

Impact

Reduce prison/jail populations, reduce recidivism, potential to keep offender in community, reduce costs, and target high-risk offenders.

Challenges

Money and other resources, buy-in from judges and community, availability of appropriate, qualified treatment providers

Evaluate Performance

Examine treatment completion rates, recidivism

Results

Summit participants were told about the Summit 2004 website and were encouraged to take advantage of the Summit speakers bureau. The PowerPoint presentations of recommendations, speaker's notes, and presentations were placed on the web along with several links to research and other documents referenced by the speakers or facilitators. Pictures of the 2004 Summit and the original survey instrument were also posted on the web in the weeks following the event.

Participants were provided with surveys asked to evaluate the Summit (see Appendix E for a copy of the evaluation instrument). The results were extremely positive and the majority of the participants praised the Summit and its content.

There were a couple of minor issues noted in the evaluation. These, along with some additional issues were identified by the planners in the post mortem meeting. The Summit 2004 planning team noted that there was not an equal representation of participants from the three grand divisions of Tennessee and a low level of participation of two criminal justice groups -victim advocates and the judiciary- were also noted.

PART III: SUMMIT 2006

As mentioned earlier in this report, the Summit in November 2004 was the first step in planning Tennessee's criminal justice future. TDOC's summit planning team is now working diligently to plan Summit 2006 to ensure the recommendations created in the first Summit are used as a platform or a blueprint from which to develop a plan of action for the criminal justice system in Tennessee. The recommendations developed in 2004 Summit set the stage for the 2006 Criminal Justice Summit. The theme for the 2004 Summit was "Taking a critical look at Tennessee's criminal justice system: Creating a roadmap for Tennessee's future". Tentatively, the theme of the 2006 Summit will focus on solutions and the implementation of these recommendations, "Taking action: Collaborating to Establish Sound Criminal Justice Policy".

The suggested format for the next Summit builds on the energy and success of Summit 2004, and addresses the issues raised by the planners in the post mortem meeting and from the evaluation surveys. The East region was underrepresented at the 2004 Summit possibly due to its Middle Tennessee location. To encourage participation from each of the regions, a preliminary Summit 2006 meeting will be held in each of the grand divisions of Tennessee (East, Middle, and West). The recommendations will be discussed and plans of action will be developed at each of these meetings while acknowledging the unique impacts that each recommendation or action plan may have on a particular division. Delegates will be selected at each divisional meeting and will be asked to attend a final Summit 2006 meeting to present the action plans, as well as discuss any concerns, issues, and impacts that were identified.

Some government agencies were also underrepresented at the Summit, due to part to the short planning schedule. TDOC is working off a longer planning timeline to allow for earlier notification of the event. "Save the Date" cards will be sent to all previous participants and informational brochures will be provided to persons invited to the 2006 Summit who were not involved, or who were unable, to attend the 2004 Summit.

The primary goal for the 2006 Summit is to continue the work of the 2004 Summit. TDOC's Commissioner Quenton White, asked the 2004 Summit participants to examine and recommend methods for enhancing the management for our criminal justice services, identify necessary improvements, expose unnecessary and inefficient archival processes, and to develop recommendations to overcome these limitations and obstacles, while at the same time holding offenders accountable and protecting the people of Tennessee. This process will be continued at the 2006 Summit, where plans of action will be developed from recommendations, and the most appropriate methods of monitoring and evaluating effective change will be defined.

Our vision for the 2006 Criminal Justice Summit is to effect definitive positive change in Tennessee's Criminal Justice system and to create a robust model of communication and action that other states may replicate to advance their own criminal justice systems.

Funding for Summit 2006 will be sought from the federal government through Byrne grants, with additional technical assistance from National Institute of Corrections. The Summit 2006 planning team has also discussed this event with Tennessee's Finance and Administration Division's new consulting services group.

PART IV: APPENDICES

Appendix A



Criminal Justice Summit

Name: _____

Title: _____

Organization/Jurisdiction: _____

County: _____

On a scale of 1 (least important) to 5 (most important), please rate the following topics:

| | 1 | 2 | 3 | 4 | 5 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Least Important | Somewhat Important | Important | Very Important | Most Important |
| 1. "We are family" -- Systems Theory (every change or modification in a CJ agency impacts every other CJ agency) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. Prevention & Rehab -- Reducing Our Populations | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. Community Relations -- Crime and the Tennessee Citizen | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. Costs of Maintaining Agencies and Improving Services -- It's a Zero Sum Game | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. Offender Re-entry -- What Must Be Developed and/or Enhanced in Tennessee to Improve an Offender's Transition Back to the Community? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. Connecting the Dots -- Developing a Comprehensive, Equitable Continuum of Services and Sanctions for Offenders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. Outside of the Box -- Alternatives to Traditional Methods | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. The Law -- What Additional Legislation is Needed to Improve Tennessee's Criminal Justice System? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. Our Neighbors -- What Are Other States and Countries Doing to Improve Their Criminal Justice Systems? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. The Culture Factor -- Criminal Justice and Ethnicity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

For those topics rated "Very Important" (4) or "Most Important"(5), please describe specific issues, problems, etc., of particular interest to you.

Please list any additional topic(s)/issue(s) currently facing the Criminal Justice System in Tennessee that should be addressed.

(Over)

Ten years from now, what criminal justice issue(s) do you feel will be the most important/pressing?

Please indicate any additional comments or concerns:

Thank You.

Appendix B

Primary Attendees

| Name | Organization | Title |
|---------------------------|---|--|
| Terry Ashe | Wilson County Sheriff's Office | Sheriff |
| Donna Blackburn | Board of Probation and Paroles | Executive Director |
| Peggy Sawyer | Tennessee Corrections Institute | Assistant Executive Director |
| Donna Cheek | YWCA | Not known |
| James W. Kirby | District Attorney Generals Conference | Executive Director |
| William A Hardin (Andy) | District Public Defenders Conference | Executive Director |
| Mark R. Gwyn * | Tennessee Bureau of Investigation | Director sent designee whose name is not known |
| Anne Lynn Walker | Administrative Office of the Courts | Director's Designee |
| Arthur Franklin, Jr. (?) | Dept. of Labor/Workforce Development | Administrator |
| Dart Gore | Dept. of Labor/Workforce Development | Commissioner's Designee |
| Davis Hines | Department of Education | Commissioner's Designee |
| Michaela Mathews | 20th Judicial District | Assistant DA |
| Pat Weiland | TRICOR | Executive Director |
| Joey Bishop | Metro. Nash Police Dept | Deputy Chief of Police (Ch. Of Police Designee) |
| Larry A. Godwin* | Memphis Police Department | Interim Director (sent designee whose name is not known) |
| Gayle Ray | Department of Correction | Deputy Commissioner |
| Roland Colson | Department of Correction | Assistant Commissioner of Operations |
| Catherine Posey | Department of Correction | Assistant Commissioner of Administrative Services |
| Liz Ledbetter | Department of Mental Health & Dev. Dis. | Commissioner's Designee |
| Jim Cosby | Department of Correction | Assistant Commissioner of Rehabilitative Services |
| Janice Myrick | Tenn Housing and Development Agency | Executive Director |
| George Little | Shelby County Correctional Ctr. | Director of Corrections |
| Bertha Calhoun | Shelby County Correctional Ctr. | Assistant Director |
| Norman Lewis | Montgomery Couty Sheriff's Office | Sheriff |
| Gary Tullock | Board of Probation and Parole | Director of Field Services |
| Maggi McLean Duncan | Tenn Association of Chiefs of Police | Executive Director |
| Victor S. Johnson | 20th Judicial District | District Attorney General |
| Bill Cox | 11th Judicial District | District Attorney General |
| Monte Watkins | Criminal Court Judge | Davidson County |
| Dr. Deborah W. Newman (?) | MTSU | Criminal Justice Department Chair |
| Joe Crumley (?) | 1st Judicial District | District Attorney General |
| Ross Alderman | 20th Judicial District | District Public Defender |
| Melody Turner | Correctional Corporation of America | Vice President |

| Name | Organization | Title |
|-----------------------|--|---|
| David Mills | West Tennessee State Penitentiary | Warden |
| Virginia Lewis | Southeast Tenn Regional Corr Facility | Warden |
| Josh Brown | Correctional Corporation of America | Possible designee for Turner or Quinlan |
| Ricky Bell | Riverbend Maximum Security Institution | Warden |
| Howard Carlton | Northeast Correctional Complex | Warden |
| Tony Parker | Northwest Correctional Complex | Warden |
| Wayne Brandon | Turney Center Industrial Prison | Warden |
| Linda Dodson | Tennessee Prison for Women | Warden |
| Theresa Boyd | YWCA | Unknown |
| Jack Morgan | Brushy Mountain Correctional Complex | Warden |
| Cherry Lindamood | Whiteville Correctional Facility | Deputy Warden |
| Reuben Hodge | Mark H. Luttrell Correctional Center | Warden |
| Bob Waller | DeBerry Special Needs Facility | Warden |
| Ken Locke | Charles B. Bass Correctional Complex | Warden |
| Mike Dutton | Tennessee Correction Academy | Superintendent |
| James Berrong | Blount County Sheriff's Office | Sheriff |
| C.D. (Buddy) Lewis | Tipton County Sheriff's Office | Sheriff |
| Dr. Jeanine C. Miller | Department of Correction | Director of Mental Health |
| Lee Ragsdalle III | Shelby County Government or Memphis City | Memphis/Shelby Co. Police Chief or Sheriff Desig. |
| William Powell | Shelby County Government | Criminal Justice Coordinator for Shelby Co |
| Susan Smith | Tennessee General Assembly | Fiscal Analyst |
| Don Harris | Tenn Housing and Development Authority | Assistant Director |
| Bill Scollon | Department of Finance & Administration | Designee for Pat Dishman in her absence |
| Claire Drowota | Select Oversight Comm on Correction | Executive Director |
| Tim Guider | Loudon County's Sheriff's Office | Sheriff & President, Tennsee Sheriff's Assoc |
| Pat Dishman | Department of Finance & Administration | Director, Office of Criminal Justice Programs |
| Charles Traughber | Board of Probation and Paroles | Chairman |
| Quenton I. White | Department of Correction | Commissioner |

*Indicates designee sent, name of designee not recorded

? Registration indicates attended, however not sure if actually present.

Total for Monday and Tuesday: 61

Secondary Attendees

| Name | Organization | Title |
|----------------------|---|--|
| Rep. Charles Curtiss | Select Oversight Comm on Corr. | Representative |
| Patsy Bruce | Board of Probation and Parole | Board Member |
| Jim Austin | Board of Probation and Parole | Board Member |
| David Delbridge | Project Return | Executive Director |
| Tom McWherter | Northwest Community Services Agency | Executive Director |
| Timothy Cross | Focus Group Ministries/Haven Lighthouse | Volunteer |
| Zoyle Jones | Tennessee Department of Correction | Director of Classification |
| Nakeda Kirby | Reconciliation Ministries | |
| Judy Lambert | Department of Correction | Judicial Cost Accountant |
| Debbie Inglis | Department of Correction | General Counsel |
| Tom Giese | Department of Correction | Director of Engineering |
| Ben Lindamood | Department of Correction | Acting Director of Management Information Services |
| Eric Qualls | Department of Correction | Director of Security Threat Groups |
| Cleatrice McTorry | Department of Correction | Director of Pre-Release Services |
| J.R. Miller | Department of Correction | Director of Internal Audit and Accreditation |
| Bill Gupton | Department of Correction | Director of Substance Abuse Programs |
| Sheryl DeMott | Department of Correction | Director of Victim Services |
| Haley Hopper | Department of Correction | Director of Volunteer Services |
| Charles Beauregard | Department of Correction | Director of Internal Affairs |
| Judy Greenwood | YWCA | Director, Job Readiness |
| Steve Humphreys | Focus Group Prison Ministries | Director |
| Janice Hoff | Department of Correction | Jobs Coordinator |
| Carl Carlson | Charles Bass Correctional Ctr. | Volunteer |
| James Boyd | Charles Bass Correctional Ctr. | Volunteer |
| Ernestine Clemons | Tennessee Community Resource Board | Volunteer |
| Jacqueline Conwell | Tennessee Community Resource Board | Volunteer |
| Helen and Harold Cox | Tennessee Community Resource Board | Volunteers |
| Barbara Dycus | Tennessee Community Resource Board | Volunteer |
| Mary Elizabeth Field | Tennessee Community Resource Board | Volunteer |
| Richard Smith | Tennessee Community Resource Board | Volunteer |
| Yvonne Williams (?) | Tennessee Community Resource Board | Volunteer |
| Susan Cunningham | Dismas, Inc. | Executive Director |

| Name | Organization | Title |
|------------------------|---|--|
| Dr. David Fox | Tennessee Community Resource Board | Volunteer |
| Sandra Beal | Tennessee Community Resource Board | Volunteer |
| Bryon Davis | Wayne Co Boot Camp Com Resource Board | Volunteer |
| Eddie Kelley | Wayne Co Boot Camp Com Resource Board | Volunteer |
| Rickey Lomax | Wayne Co Boot Camp Com Resource Board | Volunteer |
| Joe Crichton | Brushy Mountain Correctional Complex | Chaplain |
| Richard Smith | Brushy Mountain Correctional Complex | Volunteer |
| Rev. William Barnes | | Retired Minister |
| Nancy Johnson | Project Return | Bridges/Education Coordinator |
| Linda Leathers | The Next Door | Volunteer |
| Julie Perrey | TRICOR | Director of Personnel |
| Jude White | Renewal House | Executive Director |
| David Bautista | 1st Judicial District | District Public Defender |
| William B Lockert, III | 23rd Judicial District | District Public Defender |
| Ralph Barnett | Department of Education | Asst Commissioner of Vocational -Technical Educ. |
| Daniel Haislip | Wayne Co. Boot Camp Comm.Resource Bd | Volunteer |
| Peggy Meade | Charles Bass Correctional Ctr. | Chaplain |
| Steven G. Young | Tenn Assoc. of Criminal Defense Lawyers | President |

? Registration indicates attended,
however not sure if actually present.

Total Wednesday Attendees: 51

Total Summit Attendance: 112 (excluding facilitators
and committee persons)

Facilitators/Speakers

| Name | Organization | Title |
|-----------------------|----------------------------------|--|
| James A. Wilson, Ph.D | Fordham University | Asst. Professor of Sociology/Anthropology |
| Rosevelt Noble, Ph.D. | Tenn Higher Education Commission | Workforce Investment Manager |
| Simon Tidd, Ph.D. | Select Oversight Comm on Corr. | Consultant,Select Oversight Comm. on Corr. |
| Buddy Howell, Ph.D | | Professor/Former Director of OJJDP |
| Cynthia Ganote | | Consultant |
| Wendy Naro | Jim Austin Associates | Consultant |
| Steve Elkins | Governor's Office | Assistant Legal Counsel to the Governor |

Committee Members

| Name | Organization | Title |
|-------------------|--------------------------|--|
| Carolyn Slaughter | Department of Correction | Ex Assistant to the Commissioner |
| Betsy Fletcher | Department of Correction | Administrative Services Asst. |
| Bill Howell | Department of Correction | MIS |
| Cindy Dunning | Department of Correction | Web Designer - MIS |
| Angela Moore | Department of Correction | Administrative Services Asst. |
| Janet Fyke | Department of Correction | Administrative Services Asst. |
| Judy Davenport | Department of Correction | Administrative Secretary to Deputy Comm. |
| Janice Brown | Department of Correction | Administrative Secretary to Dir. Of Class. |
| Elizabeth Mills | Department of Correction | Intern |
| Cynthia Taylor | Department of Correction | Budget Analyst. Policy Planning and Research |
| Cile Crowder | Department of Correction | Policy and Survey Coordinator |
| Susan McMillan | Department of Correction | Correction Program Support Coordinator |
| Gabrielle Chapman | Department of Correction | Director of Policy, Planning and Research |
| Scott Ulm | Department of Correction | Academy Librarian |
| Amanda Sluss | Department of Correction | Public Information Officer |

Appendix C



Tennessee Criminal Justice Summit: *Taking a critical look at Tennessee's criminal justice future*

Wyndham Union Station Hotel
Nashville, Tennessee

Sunday, November 14, 2004

| | | |
|---------------------------|--|---------------|
| 3:00 – 6:00 p.m. | Arrival and Registration of participants | Hotel Lobby |
| 5:00 – 7:00 p.m. | Welcome reception | McKinley Room |
| Dinner (own arrangements) | | |

WORKSHOP ONE November 15 and 16, 2004

Monday, November 15, 2004

| | | |
|------------------|--|-------------|
| 7:30 – 8:30 a.m. | Registration Continental breakfast | Hotel Lobby |
|------------------|--|-------------|

| | | |
|-------------------|--|-------------|
| 8:00 – 8:30 a.m. | <p>Opening address from Commissioner Quenton I. White, Tennessee Department of Correction</p> <p>Gabrielle Chapman Director, Policy, Planning, and Research, TN Department of Correction</p> | Majors Room |
| 8:30 – 9:40 a.m. | <p>Presentations: Key Topics</p> <p>Criminal Justice Trends in Tennessee Gabrielle Chapman Director, Policy, Planning, and Research, TN Department of Correction</p> <p>Cynthia J. Taylor Budget Analyst Policy, Planning, and Research, TN Department of Correction</p> <p>Alternatives to Incarceration Rosevelt Noble, Ph.D. Director of the Workforce Investment Act, Tennessee Higher Education Commission</p> | Majors Room |
| 9:40 – 10:00 a.m. | Break | |

| | | |
|---------------------------|---|---|
| 10:00 – 11:20 a.m. | Prevention and Rehabilitation Simon T. Tidd, Ph.D. Research Associate, Center for Evaluation Research and Methodology at Vanderbilt University's Institute for Public Policy Studies | Majors Room |
| | Re-Entry and Reintegration James A. Wilson, Ph.D. Assistant Professor, Fordham University | |
| 11:20 – 11:45 a.m. | Setting the Ground Rules for Good Discussion James A. Wilson, Rosevelt Noble, and Simon T. Tidd | Majors Room |
| 12:00 – 1:00 p.m. | Plated Lunch U.S. Trends in Criminal Justice Wendy Naro, Consultant and Forecasting Expert Partner, Jim Austin Associates | Hotel Lobby |
| 1:15 – 3:00 p.m. | Facilitated small group discussions | Breakout Rooms A –C (L &N and Montfort Lewis) |
| 3:00 – 3:15 p.m. | Break | |
| 3:15 – 5:00 p.m. | Continue facilitated small group discussions | Breakout Rooms A – C (L&N and Montfort Lewis) |
| Dinner (own arrangements) | | |

Tuesday, November 16, 2004

| | | |
|--------------------|--|-------------|
| 8:00 – 8:30 a.m. | Brief overview of day one Continental breakfast | Majors Room |
| 8:30 – 9:00 a.m. | Group A presentation | |
| 9:00 – 9:30 a.m. | Group B presentation | |
| 9:30 – 10:00 a.m. | Group C presentation | |
| 10:00 – 11:00 a.m. | Break Individual discussion and assessment of recommendations with James A. Wilson, Roosevelt Noble, and Simon T. Tidd | Majors Room |
| 11:00 – 12:00 p.m. | Follow-up discussion of recommendations James A. Wilson | Majors Room |



Tennessee Criminal Justice Summit:

Taking a critical look at Tennessee's criminal justice future

Wyndham Union Station Hotel
Nashville, Tennessee

WORKSHOP TWO

November 17, 2004

Wednesday, November 17, 2004

7:30 – 8:30 a.m.

**Arrival and
Registration of
participants**
Continental breakfast

Hotel Lobby

8:30 – 9:00 a.m.

**Welcome and
Opening Remarks**
Commissioner
Quenton I. White,
Tennessee Department
of Correction,

Majors Room

Gabrielle Chapman
Director, Policy, Planning,
and Research, TN
Department of Correction

James A. Wilson, Ph.D.
Assistant Professor,
Fordham University

| | | |
|--------------------|--|---|
| 9:00 – 9:30 a.m. | Comprehensive Strategy Framework and Evidence-Based Programming in North Carolina James (Buddy) C. Howell, Ph.D., Professor and former Director of OJJDP, Research and Program Development | Majors Room |
| 9:30 – 9:45 a.m. | Break | |
| 9:45 – 10:30 a.m. | Presentation: Recommendations James A. Wilson | Majors Room |
| 10:30 – 12:15 p.m. | Facilitated small group discussions with James A. Wilson, Simon T. Tidd, Ph.D. Research Associate, Center for Evaluation Research and Methodology at Vanderbilt University's Institute for Public Policy Studies, and Rosevelt Noble, Ph.D. Director of the Workforce Investment Act, Tennessee Higher Education Commission | Breakout Rooms A – C (L&N, Mercury, and Montfort Lewis) |
| 12:30 – 1:30 p.m. | Plated Lunch Community and Government Partnerships Cynthia M. Ganote, Ph.D. Consultant and educator for community | Hotel Lobby |

organizations and
institutions of higher
education

| | | |
|------------------|---|-------------|
| 1:45 – 2:15 p.m. | Special Address Governor Phil Bredesen | Majors Room |
| 2:15 – 2:30 p.m. | Break | |
| 2:30 – 4:15 p.m. | Wrap-up Facilitated large group discussion and small group presentations with James A. Wilson, Rosevelt Noble, and Simon T. Tidd | Majors Room |
| 4:15 – 5:00 p.m. | Summit Closing Awards & Recognition Commissioner Quenton I. White, Tennessee Department of Correction Gabrielle Chapman Director, Policy, Planning, and Research Division, Tennessee Department of Correction | Majors Room |

Appendix D

1st Group Workplan

- *Brief statement about the impact the issue has on the current criminal justice system*
- *Recommendation for change*
- *Challenges inherent in the recommendation*
- *How to overcome the challenges*
- *Development of a draft fiscal/operational impact*
- *How will the change be measured so it can be evaluated*

2nd Group Workplan

- *Identify the recommendation*
- *Briefly articulate the concern*
- *Develop alternative language*
- *Briefly explain what the modification is in the best interest of Tennessee*

Appendix E
Criminal Justice Summit Satisfaction Survey



Using a scale of one (1) to five (5), please rate the following (Circle One):

| Presentations | | | | | | |
|--|------------------|------------------|------------------|-----------------------|-----------------------|------------|
| | POOR 1 | FAIR 2 | GOOD 3 | VERY GOOD 4 | EXCELLENT 5 | N/A |
| Criminal Justice Trends in Tennessee <i>Gabrielle Chapman</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| Alternatives to Incarceration <i>Rosevelt Noble, Ph.D.</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| Prevention & Rehabilitation <i>Simon T. Tidd, Ph.D.</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| Re-entry & Reintegration <i>James A. Wilson, Ph.D.</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| Setting the Ground Rules for Good Discussion <i>James A. Wilson, Ph.D.</i> <i>Rosevelt Noble, Ph.D.</i> <i>Simon T. Tidd, Ph.D.</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| U.S. Trends in Criminal Justice <i>Wendy Naro</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| Comprehensive Strategy Framework & Evidence Based Programming in North Carolina <i>James (Buddy) C. Howell, Ph. D.</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| Government & Community Partnerships <i>Cynthia M. Ganote, Ph.D.</i> | 1 | 2 | 3 | 4 | 5 | N/A |
| | POOR | FAIR | GOOD | VERY GOOD | EXCELLENT | N/A |

Of the presentations that you attended, did you feel that you gained USEFUL INFORMATION?

(mark one)

☐

DEFINITELY

☐

SOMEWHAT

☐

NOT AT ALL

Facilitated Small Group Discussions

| | POOR | FAIR | GOOD | VERY GOOD | EXCELLENT | N/A |
|---|-------------|-------------|-------------|------------------|------------------|------------|
| Facilitated Small Group Discussions-Monday Group: A B C (Circle One) | 1 | 2 | 3 | 4 | 5 | N/A |
| Facilitated Small Group Discussions-Tuesday Group: A B C (Circle One) | 1 | 2 | 3 | 4 | 5 | N/A |
| Facilitated Small Group Discussions-Wednesday Group: A B C (Circle One) | 1 | 2 | 3 | 4 | 5 | N/A |
| | POOR | FAIR | GOOD | VERY GOOD | EXCELLENT | N/A |

Overall, did you feel that the Small Group Discussions were BENEFICIAL?

(mark one)

☐

DEFINITELY

☐

SOMEWHAT

☐

NOT AT ALL

Please continue on OTHER SIDE

Overall, did you feel that the Follow-up Discussions, Assessments & Recommendations were BENEFICIAL?

☐ DEFINITELY

☐ SOMEWHAT

☐ NOT AT ALL

Facilitators

| | POOR | FAIR | GOOD | VERY GOOD | EXCELLENT |
|------------------------|------|------|------|-----------|-----------|
| James A. Wilson, Ph.D. | 1 | 2 | 3 | 4 | 5 |
| Simon T. Tidd, Ph.D. | 1 | 2 | 3 | 4 | 5 |
| Rosevelt Noble, Ph.D. | 1 | 2 | 3 | 4 | 5 |

How did you find the Wyndam Union Station Hotel? (mark one)

Accommodations for meeting:

☐ POOR

☐ FAIR

☐ GOOD

☐ VERY GOOD

☐ EXCELLENT

Location of meeting:

☐ POOR

☐ FAIR

☐ GOOD

☐ VERY GOOD

☐ EXCELLENT

In order to enhance future Criminal Justice Summits, please respond to the following:

1. What suggestions do you have for FUTURE meetings?

A. Presentations/Speakers: _____

B. Topics: _____

C. Locations: _____

D. Participants: _____

2. What did you like BEST? Why?

3. What did you like LEAST? Why?

END OF SURVEY
THANK YOU